# INFORMATION SYSTEMS COMMISSION BRIEFING

September 12, 2011

## Why do we need it?

Provide a structured approach and processes to facilitate the identification, prioritization and advancement of **Policies**, **Directives**, and **Strategies/Plans** to address countywide IT Focus Areas and issues, in collaboration with departments.

## Goal

Establish a Technology Management Framework designed to facilitate dialog, debate, and consensus among departmental CIOs and the CIO Office on information technology (IT) directions, standards, and policies.

## Objective

To build consensus, where possible, for enterprise IT Focus Areas that result in draft enterprise IT policies and/or directives that the CIO can submit to the CEO Executive Committee and Board of Supervisors for consideration and approval.

## Guiding Principles

1. Enterprise-wide and inter-departmental/cluster synergies shall be achieved through the definition and implementation of IT strategic planning, shared services initiatives, and IT Standards, which shall be evaluated by the CIO Council.

2. County IT policies and procedures shall be designed to promote enterprise-wide and inter-departmental/cluster collaboration to meet the County's business objectives.

3. With the advice of the CIO Council, the County's CIO shall develop and communicate enterprise IT Vision, Strategy, and Direction and recommend enterprise policies and standards.

**Board of Supervisors**

- Sets overall County direction.
- Approves all policies and standards.

IT Board Deputies shall be kept informed and are invited to participate in any facet of the Technology Management Framework.

**CEO Executive Committee**

- Chaired by CEO and comprised of DCEOs.
- Recommends policies and standards for Board approval.
- Sets business imperatives and priorities based on Board guidance.
- Issues directions and instructions to departments.

**CIO**

- Sets overall County IT direction based on Board and CEO imperatives and priorities.
- Recommends policies and standards to CEO Executive Committee for Board approval.
- Recommends IT strategies and directives to address CEO imperatives and priorities.

**CIO Council Leadership Committee**

**CIO Council**

- Chaired by CIO and comprised of department CIOs
- Provides input and feedback to CIO regarding IT strategies, policies, standards, and directives.
- Implements approved policies, standards and directives.

| Enterprise Initiatives & Strategic Planning | E-Government Advisory Committee | Strategic Sourcing Advisory Committee | Information Security | eGIS Advisory |
|---|---|---|---|---|

- *Annual Business Automation Plng.*
- *IT Project Business Case*
- *Open Source Software*
- *Power Mgmt. & Shutdown*

- *Countywide Info. Mgmt. Program*
- *Social Media*
- *Mobile Apps*

- *CIO Review of IT Procurement/Solicitations*
- *Managed Print Services*
- *Countywide IT Shared Services/Utilities*
- *Use of Countywide Admin Services*
- *Communications*
- *Server Virtualization*
- *IT Recruitment & Staff Development*

- *Personal & Portable Devices*

- Chaired by CIO Program Managers.
- Focus areas to build consensus, assess impacts and develop recommendations for CIO Council consideration.
- Work groups established within advisory committees may be led by department representatives.

## Objective

Establish a structured, collaborative advisory forum for the County's CIO community to address issues of mutual interest and make recommendations to the County CIO on information technology directions, standards, and policies.

## Goals

As a component of the larger Technology Management Framework, establish an organizational structure and process designed to ensure the CIO can make informed recommendations to the CEO Executive Committee:

- Facilitate dialog, debate, and consensus where feasible, among departmental CIOs and the County CIO on information technology (IT) directions, standards, and policies.
- Establish an operational process to provide transparency and awareness of departmental opinions.
- Establish clear processes to advance proposed IT policies and or directives to the CEO Executive Committee for their consideration, potentially including further discussion, their approval, or a recommendation for approval to the Board of Supervisors.

## Why do we need it?

- Improves IT planning countywide through greater transparency and collaboration with stakeholders.
- Provides open communication and context required to ensure departments have an opportunity to address issues of mutual interest and concern.
- Advances countywide efforts to provide effective and consistent use of technology to deliver on the County's mission.

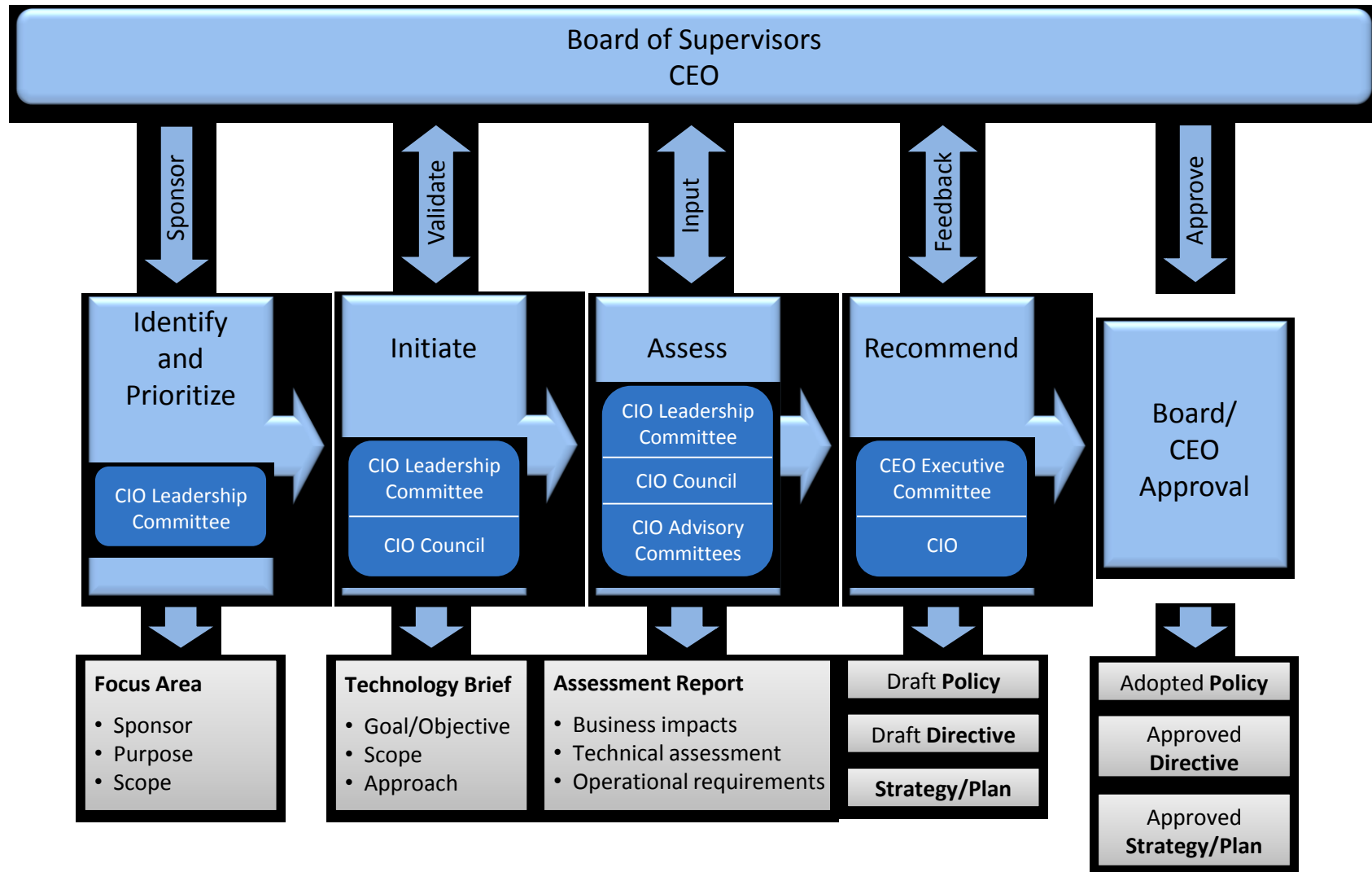## How will the Council operate?

- Council membership will be comprised of the County CIO and the CIO (or equivalent) of each department and County affiliated agencies.
- The County CIO will serve as Chair of the CIO Council and the CIO Council Leadership Committee. The Council Leadership Committee will serve as a Steering body for the Council's general membership.
- The Council's general membership and departmental subject matter experts will support collaboration, analysis, and research of IT initiatives.
- Advisory Committees, chaired by CIO Program Managers, will guide activities to build consensus, assess impacts, and develop recommendations for CIO Council consideration.

| | Board of Supervisors | CEO | CIO | Departments |
|---|---|---|---|---|
| **Policy/Standard**<br><br>Board-approved technology-related mandate and/or direction, e.g., Policy 6.105 – Internet Usage Policy. | Approves policies/standards. | Recommends policies/standards for Board approval.<br>Provides executive sponsorship. | Recommends policies/ standards to CEO after receiving input and assessing department impact with CIO Council. | Provide input and feedback to CIO via CIO Council.<br>Implement approved policies/standards. |
| **Technology Directive**<br><br>Specific instruction, guideline or required actions under Board or CEO direction/motion, e.g. Dial-up modem access to Internet discontinued. | Issues motion and/or direction. | Issues directions to departments and/or CIO.<br>Communicates business imperatives and priorities. | Issues instructions, guidelines or required actions to departments after receiving input and assessing impact with CIO Council based on Board/CEO direction. | Provide input and feedback to CIO via CIO Council.<br>Implement directive instructions, guidelines or required actions. |
| **Technology Alert**<br><br>Time critical, urgent communication about a technology-related issue, e.g. secure disposal of copy and print devices. | Informed. | Informed. | Issues time-sensitive information to departments in response to operational/ technology issues. | Implement instructions or required actions. |
| **Technology Brief**<br><br>Provides formal communication for the purpose of providing interim guidelines or considerations, which may result in a Technology Directive or Board Policy, e.g. Defining LA County Strategy for Mobile Technologies. | Informed and consulted. May accompany a Board motion and/or direction. | Informed and consulted. May result in direction to departments and/or CIO. | Issues formal communication about technology-related topics and invite department input and feedback. | Provide input and feedback to CIO via CIO Council. |

## Board of Supervisors / CEO

Sponsor | Validate | Input | Feedback | Approve

### Identify and Prioritize
- CIO Leadership Committee

### Initiate
- CIO Leadership Committee
- CIO Council

### Assess
- CIO Leadership Committee
- CIO Council
- CIO Advisory Committees

### Recommend
- CEO Executive Committee
- CIO

### Board/ CEO Approval

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**Focus Area**
- Sponsor
- Purpose
- Scope

**Technology Brief**
- Goal/Objective
- Scope
- Approach

**Assessment Report**
- Business impacts
- Technical assessment
- Operational requirements

Draft **Policy**

Draft **Directive**

**Strategy/Plan**

Adopted **Policy**

Approved **Directive**

Approved **Strategy/Plan**

| Focus Areas | Staff | Need | Outcomes |
|---|---|---|---|
| Enterprise Software License Management | Jim | • Existing purchasing and contracting practices do not leverage the County's full buying power to obtain lowest prices and best value for IT solutions and services. | • Identify and establish enterprise software licensing agreements.<br>• Leverage the County's buying power to obtain lowest prices and lower the total cost of ownership. |
| CIO Review of IT Procurements and Solicitations | Janette | • Develop formalized processes and procedures to implement and ensure compliance to Board Policy 6.020 – Chief Information Office Board Letter Approval (requiring CIO review and approval of all technology purchases). | • Ensure contracting and purchasing strategies provide best value and effective vendor management practices. |
| Countywide Information Management Program | Peter | • Need for data governance, formalized processes, and shared infrastructure to foster information sharing. | • Recommend Board Policy to establish an Information Management Program Office.<br>• Achieve economies of scale and promote reuse of IT assets for deploying information sharing technologies. |
| Social Media Policy | Peter | • Develop a framework to facilitate and guide departments' use of social media. | • Recommend policy updates, guidelines, and considerations for deploying and administering social media.<br>• Review Terms of Use for Facebook, Twitter, and LinkedIn, recommend Board approval and directive. |
| Managed Print Services | John | • No formalized guidance for common printing policies, color printing, copiers, fax machines, multi-function printers, and personal printers. | • Recommend Board Policy to reduce printing costs and printer waste through use of Master Service Agreements . |
| Personal Devices | Robert | • No standardized security and privacy protections and safeguards for stored County data on these devices that promotes and supports use of these personally acquired devices. | • Provide secure, effective, and efficient use of these devices, while decreasing County risks.<br>• Provide legal compliance and/or best practices. |

| Focus Areas | Staff | Need | Outcomes |
|---|---|---|---|
| Countywide IT Shared Services/Utilities | Greg | • Existing practices support optional participation in centralized utility-based services.<br>• Potential cost and performance efficiencies will not be realized if each department may opt-out without a compelling business case. | • Recommend policies and strategies for effective and efficient use of IT resources. |
| Use of Countywide Administrative Systems | Tom | • No formalized guidance maximizing the use of countywide administrative systems and eliminating duplicative systems either implemented or being developed by departments. | • Recommend Board Policy to eliminate duplicative, shadow systems for Countywide Administrative Systems. |
| Server Virtualization | Tom | • Existing County practice is to dedicate one physical server to a single workload, which has resulted in high number of physical servers (4,365 based on a recent CIO assessment) that are underutilized, an expanded data center footprint, and excessive data center power consumption. | • Recommend Directive to consolidate workloads onto high capacity servers and reduce the physical server inventory, which in turn decreases the associated footprint and power consumption. |
| Mobile Apps | Peter | • Develop a framework to facilitate and guide departments' use of mobile apps. | • Recommend directives and guidelines for departments' use of mobile apps. |
| Wi-Fi Communications | Gene | • No established requirements for County department Wi-Fi deployment, including infrastructure (County/Vendor installations). | • Recommend policy updates, guidelines and considerations for deploying Wi-Fi technologies. |
| Annual Business Automation Planning | Janette | • No formalized guidance requiring departments to include planned IT acquisitions and expenditures in their Business Automation Plan (BAP).<br>• Expand BAP beyond budget cycle to include year round updates and accommodate unplanned or new procurements. | • Develop a strategy for the effective and efficient use of IT by minimizing overlap, redundancy, and cost of County IT operations.<br>• Facilitate the CEO's multi-year budget planning objectives. |

| Focus Area | Staff | Need | Outcome |
|---|---|---|---|
| IT Project Business Case | Henry | • No requirement for departments to develop a business case for proposed IT projects. At a minimum, IT project business cases should include the business need, scope, business sponsor, how the project supports the County's goals, expected business benefits vs. total cost of ownership, various options to accomplish the goal, risks and risks mitigation plan, risks of not doing the project, how the project will be managed and resourced, and clear metrics. | • Develop business case template to provide a consistent view of costs, benefits, and risks of the proposed project, and facilitate better IT investment decisions.<br>• Recommend a Directive to implement the consistent use of IT business cases. |
| IT Recruitment & Staff Development | Greg | • County is challenged in attracting and retaining skilled IT talent with certain skills and disciplines (e.g. security, project management, architecture, application and mobile application development). | • Assess County processes for recruitment and retention for IT personnel and identify gaps.<br>• Develop strategy for recruiting, training, and organizational strategies. |
| Open Source Software | Henry | • No formalized guidance regarding the use of Open Source Software (OSS) by departments. OSS is software for which the source code has been made available (according to license terms) for review, modification, deployment, and redistribution. | • Compile information regarding current departmental use of OSS.<br>• Recommend Directive for utilization of OSS, including benefits and risks. |
| Power Management & Shutdown | Janette | • No formalized guidance that requires power management and shutdown of desktop and laptop computing devices, thin client devices, printers, copiers, scanners, and monitors resulting in excessive energy consumption and greenhouse emissions. | • Recommend Directive for consistent power management and shutdown practices.<br>• Reduce energy consumption and greenhouse emissions. |

| | Identify & Prioritize | Initiate | Assess | Recommend | Board/CEO Approval |
|---|---|---|---|---|---|
| Enterprise Software License Management | | | | | |
| CIO Review of IT Procurement/Solicitations | | | | | |
| Countywide Information Management Program | | | | | |
| Social Media | | | | | |
| Managed Print Services | | | | | |
| Portable/Personal Devices * | | | | | |
| Countywide IT Shared Services & Utilities | | | | | |
| Use of Countywide Admin Systems | | | | | |
| Server Virtualization | | | | | |
| Mobile Apps * | | | | | |
| Communications * | | | | | |
| Annual Business Automation Planning | | | | | |
| IT Project Business Case | | | | | |
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